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Department of Human Resource Management

# Worklife Elevated

State of Utah Employee Newsletter

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## Executive Director's Message By Lisa-Michele Church, Human Services

Welcome! Thank you for the opportunity to spotlight Utah Department of Human Services. I am extremely proud to be associated with the department and its employees. I am greatly impressed with the high quality of the work and am very proud of the committed, talented people who work in this department and perform some of the most thankless tasks in society.

Let me share a little about the department with you. Did you know that Utah's child welfare program has been used as a model by more than 12 states in the last year, and not just our surrounding western states? Did you know that Utah's Adult Protective Services system was used to provide model statutory language in several other states? Did you know that Hawaii's juvenile justice system sent youth offenders to Utah temporarily, and we did such an outstanding job that the Governor of Hawaii came here to tour our facility? Did you know that our Office of Licensing leads in developing licensing rules for Wilderness Youth Therapy Programs? We have a great deal to be proud of in Utah's Human Services programs.

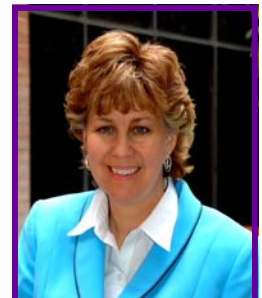
You may not be aware that a day in a Human Services office may consist of:

- \* Reunifying a mother and her child
- \* Finding respite care for the sister of a disabled adult
- \* Watching a teenager return and graduate from high school after getting the right mix of mental health treatment
- \* Attending a drug court to see someone's life being turned around.

It is the sheer breadth and depth of our reach into people's lives that regularly reminds us of the critical responsibility we have to children and families at risk, vulnerable adults, the elderly and to the citizens of Utah. The tremendous potential of good we can do is matched by the potential that there will be a tragedy.

You are invited to learn more about the Department of Human Services at our Web site: [www.dhs.state.ut.us](http://www.dhs.state.ut.us). Please take the time to navigate through the Web site, which includes specific information from individual divisions and offices providing services to the individuals and families we are entrusted to serve.

A couple of highlights include a link to the Hot Tips which, with one click, provides contact information regarding all department services, and the Just for Youth area, which is a comprehensive information site designed by and for youth. There is a special section for youth in state custody and for foster parents as well.





## Employee Spotlight: Curtis deLagerheim

By Carol Sisco

Curtis deLagerheim doesn't treat his charges like juvenile delinquents even though all come to him through the Juvenile Courts. Instead, he sees them as valuable "employees" as he lines up their work projects.

deLagerheim, the State Employee of the Year, works at the Juvenile Justice Services Observation and Assessment Unit in Salt Lake City.

One of his jobs is finding ways youth can pay off restitution owed to their victims.

His co-workers at Observation and Assessment nominated him for the Employee of the Year award. "Curtis has a way of working with the boys that enables him to gain rapport quickly while providing them with an environment of safety and respect," colleague Audrey George said.

Youth between the ages of 12 and 18 don't arrive there voluntarily. They're ordered in by the Juvenile Court. Some have a hard time being away from family and friends. But Curtis gets to know them, and teaches them about the importance of having a strong work ethic and completing

jobs.

"I find projects for them," he said. "Last year we planted trees for Tree Utah, helped with the Breast Cancer run and mowed lawns for 14 residences in a retirement community, the Cancer Wellness House and Crossroads Urban Center."

"I don't treat them like juvenile delinquents on the job," he said. "Instead we talk about what job we're doing today, [and] about our tasks for the day. I try to reward them and guide them through the process so they feel like they are part of something."

They also learn about how their crimes affected the community and about people who need a little extra help.

"It paid off," he said. "Some boys even volunteered to continue mowing lawns for seniors after they left our custody."

Curtis truly is an employee who makes a difference in youths' lives.



Pictured left to right: Marie Christman, Deputy Director; Curtis deLagerheim and family; Mark Ward, Deputy Director; Dan Maldonado, Director at Juvenile Justice Services

## 24k Workforce

By Jamie Nagle

Have you ever stopped to consider the impact that State Employees have on your life? Here is a macro perspective of the impact that a few state employees have on an enormous amount of people. These people do their jobs with their hearts as well as their hands. They lead others, embrace a spirit of excellence and have a positive impact on entire communities. Ordinary people, who are constantly demonstrating the qualities that are shaping the future of our state.

A Department of Technology Services employee was working on a team to develop a very detailed securities arbitration data-base which would allow several states to access critical data in a more efficient manner. Faced with a large project and a looming deadline, this employee collaborated with outside resources to help him and his co-workers get the job done. As the deadline approached for a multi-state presentation, this ordinary state employee would stay at work literally around the clock working to ensure a positive outcome. When his mind could no longer focus on his

tasks, he would lie on the floor next to his desk, catch an hour or two of sleep and then get up and continue working. The end result was a completed quality project that allows several states to increase their internal efficiencies. This dedicated state employee, clearly, is embracing a spirit of excellence.

Have you ever stopped to realize the contributions that state employees make to fishing in the state of Utah? Few people realize how many people it takes to produce those true and almost true fish stories. This last May, Michael David Moon pulled a 29 ½", 10

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## 24k Workforce, cont.



Pineview Reservoir Picture courtesy of the Utah Office of Tourism <http://travel.utah.gov>

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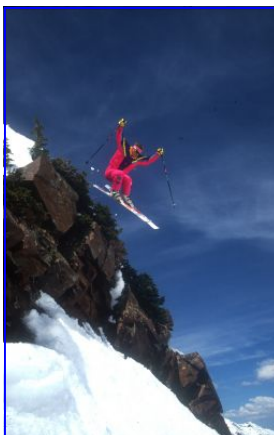
lb 12 oz trout out of Palisade Reservoir. Kelly Parry was pretty happy to pull a 33 lb, 9 oz, 49" Tiger Musky from Pineview Reservoir a couple of months before that. Probably neither of these beaming fishermen know that it takes a concerted effort by hundreds of DWR biologists, scientists, technicians and officers to ensure the effective management of fish hatcheries that stock neighborhood ponds, reservoirs and lakes with these soon to be lunkers. Once the lake is stocked the job isn't finished, it takes many more scientists, technicians and officers to ensure that the integrity of our aquatic biomass is not compromised by environmental hazards and waste as well as invasive organisms such as quagga and zebra mussels. For those of us who have never heard of those devilish creatures or are aware of the destruction they cause, thank a division of wildlife employee. These people have an enormous and positive impact on entire communities.

Hundreds of thousands of visitors travel through Big and Little Cottonwood Canyon every year to access the greatest snow on earth. Few if any of those travelers are aware these two canyons are identified as having the highest risk for avalanche in

the country. Truckers hauling commercial loads, skiers who spend millions of dollars at canyon resorts and locals travel this corridor with relatively little concern for avalanche. Understanding the financial impact to the state should this corridor be shut down, The Utah Department of Transportation has determined the safety and accessibility of Big and Little Cottonwood Canyons a priority. Millions of dollars of revenue and the safety of hundreds of thousands of citizens' rests solely on four individuals who work in rotating shifts, 24 hours a day, seven days a week, during the snow fall season. These four individuals trek into the back country, study conditions, check snow consistency and determine avalanche conditions. Upon identifying a potential avalanche risk, they put themselves in harms way to place 110 millimeter howitzer cannons in the danger area and trigger controlled avalanches to avert danger away from the roadways and people. As you can imagine, this is not your typical 8 to 5 job with a space heater to warm up a drafty cubicle. Few people know any of these four state employees, yet many of us have put our safety in their hands on numerous occasions. Ordinary people, ensuring our safety, shaping the future of our state.

This past year in Gunnison there was a tragic fatal auto-pedestrian accident. This accident came to the attention of an executive director, who learned that both the pedestrian and driver were off-duty employees of his department, one of the largest departments in the State. Inquiring about the details, the director learned that the two employees involved in this tragic accident were also co-workers. Recognizing the enormity of the situation and the impact it would have on this small community, the executive director, located in Salt Lake, went immediately to the hospital in Gunnison to console the grieving families. Not only did he go to the hospital to let the families know of his concern and offer support, he also attended the funeral and graveside services of his employee. This is a person who is leading with his heart, as well as his hands.

Dedication and a commitment to excellence are the clasped hands of our workforce. There are over 20,000 state employees working in a thousand different capacities throughout our great state, yet each one adds a unique value. These dedicated people work to make sure our roads are clear, our money is safe, our identities are protected, our outdoors are preserved for our enjoyment, the hungry have food, and that fresh clean water is only the turn of a knob away. It is impossible to recognize each person individually; however, it is possible to recognize the impact their commitment has on each citizen in our state. Vince Lombardi said it best. "The quality of a person's life is in direct proportion to their commitment to excellence, regardless of their chosen field of endeavor."



Skiing in Snowbird Ski Resort in Little Cottonwood Canyon, photo courtesy of Utah Office of Tourism, <http://travel.utah.gov>





## Interns Like Helping People

By Donna Russel

Photo by Jackie Rios

Six Salt Lake City high school students are spending their summer helping people and getting paid for it.

Four girls and two boys are participating in the new Human Services intern program designed to provide ethnic minority high school students a meaningful summer job.

"I thought it would be a great opportunity for me to learn about what the government does to help people," Jamie Figueroa said when asked why she chose Human Services. "I am very interested in going into the human services field. Also, I will learn a lot more from this job than I would any other type of job I could have gotten this summer," added Jamie Olsen-Mills.

Interns are assigned to the various Human Services programs, giving them opportunities with elderly, youth offenders or people with disabilities.

Each intern's experience varies depending on where they work. For example, the Substance Abuse and Mental Health intern will help produce a newsletter by learning Photoshop and other digital software, in addition to learning the many, many steps involved in planning a conference.

What have they learned so far?

- \* "I have liked learning new things and meeting different people and seeing how amazing people are and how much they help people," Jackie Rios said.
- \* "I like that we make sure the elderly and disabled are not forgotten," Rachele Smith said. "A lot of them are and are not taken care of. I like that OPG



Pictured left to right: Rachele Smith, Jamie Olsen-Mills, Jackie Rios, Steven Ulibarri, Jamie Figueroa, and Martin Young

(Office of Public Guardian) is there for them."

Each week the students participate in a brown bag lunch and discussion to learn more about the department and job skills needed. Topics covered include giving and receiving feedback in the workplace, leadership tips and how the Legislature works. Upcoming is a presentation by the First Lady Mary Kaye Huntsman on her "Power in You" program.

## The Balanced Scorecard and Government Efficiency

By Randy Hughes and Kevin Daniels

Government operational efficiency is one of four key strategic objectives for the state of Utah established by Governor Huntsman at the beginning of his administration. Over the last several legislative sessions, the theme of accountability has also risen as a key area of interest by legislative leadership. The Balanced Scorecard model and a multi-year performance management plan have emerged to create the foundation for continuous improvement and government innovation in Utah to address these demands. The far reaching set of

initiatives that will flow from this will create a foundation for government operations that will not only foster accountability, but will spur innovation throughout the state.

This program will be founded in the principle of maximizing the efficiency of operations to enable innovations in government programs, while maximizing the return of our citizen's investment in government. This will be done through a comprehensive set of initiatives that will provide incentives and break down barriers, as well as providing enterprise level measures that communicate the successes and challenges of state government.

The Balanced Scorecard is the important first step in the program. It provides the basis for accountability that will enable innovation. It is a management system (not only a measurement system) that enables and organization to clarify its vision and create a strategy to put into action. It provides feedback around both the internal business processes and external outcomes in order to continuously improve strategic performance and results. When fully deployed, the balanced scorecard transforms strategic planning from an academic exercise into the nerve

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## Ethics - Standing For Something

By Terry Twitchell

Ethics - we all have them and yet the question is...do you know what they are? Ethics are a set of values used by an organization or individual to guide their actions.

At a time when it appears that society is facing a lack of defined ethics, state employees must look at their behavior and ask, "Am I a person that can be counted on to safeguard the public trust?" We appear to live in a "winner takes all" society, a society which says that everyone cheats, from private and public officials of the highest office and biggest corporations, to the child turning in someone else's homework. Inevitably, the question is raised, "How did this happen?" It happened because the organization and/or the individual did not have a code of ethics, did not know the code of ethics, or chose to set

ethics aside for personal gain.

What are the benefits of workplace code of ethics? A workplace code of ethics:

- \* **Maintains a moral course in turbulent times and promotes a strong public image.**
- \* **Tells people what you stand for and against.**
- \* **Builds trust, teamwork, productivity, and diversity.**
- \* **Supports employee growth.**
- \* **Avoids criminal acts of omission.**

A code of ethics includes elements regarding fostering good client relations and public trust, handling relationships with coworkers and other employees, and following your personal work ethic in regards to laws, rules, and policies. A code of ethics might also include topics such as, conflict of interest, the appropriate use

of information technology, and the confidentiality of information.

State employees are held to a higher standard than most employees in the private sector. We not only have the organization and the legislature watching, we have the tax payers watching, each one with their eyes on the state employee, wondering if their money is being well spent. As public employees, we are constantly under scrutiny.

You may want to ask yourself, "What are my ethical standards? Is it okay to make fun of clients, embarrass a coworker, or stop off in the state car and pick up my dry cleaning?" Little lapses in judgment, such as these, nurture bigger problems. As a result, it is important for each of us to know what our ethics are and what we stand for, because what we do builds or loses the public's trust every day.

## The Balanced Scorecard and Government Efficiency, cont.

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center of an enterprise. Decision makers examine the outcomes of various measured processes and strategies and track the results to guide the organization and provide feedback. The value of metrics is in their ability to provide a factual basis for defining:

- Strategic feedback to show the present status of the organization from many perspectives for decision makers
- Diagnostic feedback into various processes to guide improvements on a continuous basis

- Trends in performance over time as the metrics are tracked
- Feedback around the measurement methods themselves, and which metrics should be tracked
- Quantitative inputs to forecasting methods and models for decision support systems

But, this is just the beginning. The next step is to merge the balanced scorecard with performance management. Performance management is happening throughout state agencies, but is typically contained within the business unit.

The merging of these two key components will prepare the state for the next step, the development of "Communities of Interest" and "Performance Management Reviews" which will lead to strategies to leverage our capabilities across multiple agencies. We will launch programs to foster innovation and provide incentives for accountability in operations, and we will align employee performance with the strategies of state government. Together, leadership across the Executive Branch will enhance accountability, consistent measurability, and innovative programs to achieve the interests of our citizens for good government.



## The Governor's WorkWell Challenge

Stress happens, every day. The good news is that you choose how you deal with it. Your challenge for July and August is to manage your stress in a healthy way. Here are some tips:

- \* **Take a walk.** Fresh air and a change of scenery can help alleviate stress.
- \* **Call a friend.** Friends can cheer you up with a funny story, or just listen to you.
- \* **Write in a journal.** Writing about what you are feeling is a great way to express your feelings. Try it and see how you feel afterwards.
- \* **Work up a sweat.** Let that excess energy loose with a good, vigorous, and sweaty workout! Follow your workout with a hot shower or bath for ultimate relaxation.
- \* **Distract yourself.** Make fun plans, volunteer, or just plan your meals for the next week. You'll take your mind off of what's bothering you.

## Worklife Elevated Celebrates 1<sup>st</sup> Anniversary

By Jeff Herring

This issue marks the first anniversary of the Worklife Elevated. In DHRM we are working on realizing that we are all part of the same team. We focus our efforts on different areas, but our entire workforce has the same ultimate goal, to make Utah the best place in the nation to live and work. I think we are achieving these goals. One of the best methods we can use to understand and address this goal that crosses department, division, and office borders is communication.

Worklife Elevated was designed to be a communication tool. It was designed to provide information regarding our workforce that affects



many, if not all, of us. It was designed to spotlight individuals that are providing outstanding service to their customers. It was designed to include a spotlight on a different Department every issue so that we all can get an insight of how the State of Utah as a whole runs and how we all play a part in this.

I hope we are achieving our goals and that Worklife Elevated is adding value. We live in times that are ever changing and this is one

way that we can share information with our workforce. If you have any suggestions or things you would like to see or things that would be of value, please contact DHRM.

I also want to take the opportunity to thank the Worklife Elevated staff and all the people that take the time to write the articles each issue. I have seen the time and energy they all put into making Worklife Elevated the quality product it is. Thank you

For information on volunteer opportunities this summer or throughout the year visit the State Help Your Neighbor Website at <http://helpyourneighbor.utah.gov/neighbor/>. The site contains information about volunteer opportunities in your community. You can make a difference in the lives of others by volunteering just one hour a month.







## Manager and Employee of the Year

By Jamie Nagle, Sherry Saracino and Michelle Watts

On June 19th, The Governor, Executive Directors and Employees from around the state met to pay tribute to eleven members of the Utah State Workforce for their dedication and commitment to excellence. The people being honored were recognized by their colleagues, peers and citizens for their initiative and energy. The Governor's Award for Excellence is a celebration of people who demonstrate the qualities that are shaping the future of our state.

Kathy Leydsman, Regional Program Manager with the Department of Workforce Services received the 2007 State of Utah Governor's Award for Excellence in Management; the finalists for that award were Noel Taxin, Laonna Davis, Mark Brasher, and Richard Madsen.



(l to r) Mark Brasher, Laonna Davis, Kathy Leydsman, Noel Taxin and Richard Madsen

Ella Loveland, Jason Back, Casey Parry, Jamie Nagle and Donelle Clements were recognized as finalists



(l to r) Casey Parry, Donelle Clements, Jamie Nagle, Ella Loveland, Curtis deLagerheim, Jason Back

for the Governor's Award for Excellence. Curtis deLagerheim, Youth Corrections Counselor with the Department of Human Services, received the 2007 State of Utah Governor's Award for Excellence.

Kathy Leydsman is responsible for supervising the Regional Program Team throughout eleven employment centers within the largest geographical DWS region, fulfilling the diverse needs and challenges of urban and rural offices for both internal and external customers. Kathy ensures the integrity of the DWS programs implemented in the region through developing, monitoring, evaluating, training, and assisting in the implementation and on-going direction of Workforce Services programs. Her efforts help make DWS the great agency that it is.

Curtis deLagerheim is a restitution counselor at Salt Lake Observation and Assessment a facility which houses delinquent youth between the ages of 12-18 years old. Curtis works as a restitution counselor and takes



Governor Huntsman and Kathy Leydsman at Managers Conference

the boys to various areas throughout our community so that they can do community service projects and make restitution to their victims. Curtis is a wonderful role model; he leads by example and provides the youth with positive encouragement and skills training. Curtis was instrumental in developing an O&A garden at the corrections facility where the youth can learn about gardening but also develop skills and a sense of pride in their accomplishments. Curtis' positive energy helps the youth recognize that they are capable of great things and are not resigned to the life of a criminal.



Governor Huntsman and Curtis deLagerheim

**Leaders aren't born, they are made. And they are made just like anything else, through hard work. And that's the price we'll have to pay to achieve that goal, or any goal.**

**—Vince Lombardi**



## Does Your Sick Leave Still Have Value?

By Kimberly Diamond Smith

### Q. What are the types of sick leave?

A. There are 4 types of sick leave: Program I sick leave, Program I converted sick leave, Program II sick leave, and Program II converted sick leave. Program I sick leave and converted sick leave includes leave accrued prior to January 1, 2006. Program II sick leave and converted sick leave includes leave accrued on or after January 1, 2006.

### Q. Does sick leave still have value?

A. Sick leave benefits for state employees has value for active, terminating, and retiring employees. **Active** employees are able to use sick leave for illness of themselves or immediate family members and are able to use converted sick leave for any reason including vacation. **Terminating** employees lose their regular sick leave balances, but are cashed out for all their converted sick leave balances. **Retiring** employees receive 25% of all their sick leave and converted sick leave balances to be placed in their 401 (k). Their remaining Program I balances (after applicable standard deductions) are used to purchase insurance while their remaining Program II balances are converted to a dollar amount and placed in a Health Reimbursement account.

### Q. Can employees choose what sick leave or converted sick leave to use upon illness?

A. The legislative bill HB213 states that Program II sick leave and converted sick leave balances must be used prior to using Program I sick leave and converted sick leave hours. This process is referred to as LIFO (Last In, First Out). Once all Program II sick leave has been exhausted, then employees can use Program I leave by filling out and submitting a payroll form.

### Q. What happens if I have been allowed to use Program I sick leave or converted sick leave prior to exhausting Program II sick or converted sick leave?

A. Some employees have completed a form to have



Fishing on the Fremont River Photo courtesy of Utah Office of Tourism <http://travel.utah.gov>.

Program I hours made available without exhausting their Program II hours. Department of Human Resource Management and the State Finance Office are working with each department to correct this issue.

Employees who have had hours moved prior to exhausting their Program II hours will have the hours moved back to Program I. Those affected employees will be receiving a letter notifying them of the number of hours being returned to Program I.

### Q. Will the LIFO process change in the future?

A. The LIFO process will be in effect until January 2011. After that time employees will have a one-time irrevocable option to move all Program I sick and converted sick leave hours to Program II. DHRM is strongly encouraging employees to wait until they are close to retirement before choosing to transfer their Program I leave. Since this option is irrevocable, poor decisions will not be rectified.

For further information, please contact your Human Resource Office.





I found that men and women who got to the top were those who did the jobs they had in hand, with everything they had of energy and enthusiasm and hard work.  
—Harry S. Truman

**On the front cover:** To celebrate our 1st anniversary edition of Worklife Elevated we will be having a contest. Email Debbie Price at [debbieprice@utah.gov](mailto:debbieprice@utah.gov) if you know where the picture was taken. Be the one of the first two people to do so and you will win a great prize. We will publish the winners and the whereabouts of the picture in our September/October issue.

We'd love to hear from you.  
Please submit feedback,  
suggestions, or ideas for future  
articles to:  
[HRNewsletter@utah.gov](mailto:HRNewsletter@utah.gov)

DHRM is adding value to the State of Utah by:

- Increasing Customer Service
- Increasing Efficiency
- Decreasing Liability

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*Worklife Elevated is published bi-monthly.*

## Congratulations to the Winners of the Benefits Fair Drawings

Sharon Steward, DOE	WalMart Gift Card
Tammy Bennett, DWSDT	Granato's Gift Basket
Lynne Criddle, DPSWV	Granato's Gift Basket
Trina Winkler, Courts WB	Fitness Accessories
Tom Jackson, Ped. Spec. Support	Amex Gift Card
Gavin Jensen, DATC	Amex Gift Card
Mark Tisch, Financial Inst.	REI Gift Card
Aaron Breinholt, ORS	REI Gift Card
Troy Davis, Rehab Svcs. SLC	Ray Ban Sunglasses
Mary Guerrero, Mail Svcs.	Ray Ban Sunglasses
Tamerha Maxwell, UDOT Reg.4	Target Gift Card
Ken Syme, UDOT Reg. 2	Home Depot Gift Card
Carol Verdoia, AG's Office	Park City Outlet Gift Card
Rachel Medina, DNR	Nordstrom Gift Card
Lisa Shook, Price	Nordstrom Gift Card
Denise TohsonII, ORS Blanding	Amex Gift Card
Bridget Johnson, DWSOG	Target Gift Card
Kody Quest, Tax	Target Gift Card
Patricia Wilkinson, ORS Provo	NY & Co Gift Card
Deedee Brunatti, Labor Comm.	Brookside Broiler Gift Card